

Preface - CEL RD

Introduction

The USACE Project Management Business Process Manual (Manual) was developed as an web-based on-line tool to assist the U.S. Army Corps of Engineers operation as a team-based organization, operating regionally, and focused on delivering projects on-time, within budget and meeting both the customers' expectations and public interests. The Corps culture must be closely aligned with the project management business process environment. The Manual provides the Corps with business processes that are applicable in every organization:

- • to enable the Corps to consistently manage all work under the Project Management Business Process (PMBP), using corporate automated information systems.
- • to transcend organizational and geographical boundaries, resulting in more efficient and effective work relationships.
- • to promote a more customer-focused organization, while also serving public interests.
- • to more effectively and efficiently use limited resources.
- • to enhance the use of cross-functional project delivery teams (PDT) and regional business centers.
- • to further guide the organization into a team-based, learning organization that operates corporately.

~~The question is often asked "what constitutes a project or program?" Certainly projects that result in construction are projects. But those that are designed and then turned over to others prior to construction are also projects. An environmental study may be a stand-alone project if that was the scope of the customer's request. Projects can also include experimental or laboratory efforts. Programs can also come in many forms. For many, it is obvious that a group of Construction General or General Investigations projects is a program. However, the operation and maintenance of existing projects requires the development of an annual schedule or "program." Even the annual plan for regulatory, real estate, or resource management can be considered a program. The Manual allows all of these to be handled with common business processes.~~ Response: Rejected.

The Manual is designed to apply to all programs and projects, thus all work. Together with the automated information systems (AIS), not only program/project managers, but also resource providers will have enhanced ability to plan their work, manage their resources, determine shortfalls and provide corrective action before a crisis develops. The Manual and the associated AIS will be flexible, allowing work of any size and nature to be handled.

~~Who is engaged in executing programs and projects? The project manager and the design and construction PDT are most often mentioned. But many players in the district, MSCs, and the HQ that are involved, are often overlooked. The Counsel, the contracting specialist, the reproduction clerk, the planner, the regulator, the resource management specialist, and others all play key roles in the success of programs and projects. They are part of the PDT and need to be recognized for their contributions.~~ Response: Rejected and reworded second sentence.

Manual Development and Organization

The Manual was developed using Oracle Tutor to facilitate integration of the processes with the P2 (Define P2). This on-line software allows for continuous update and improvement and provides both written processes as well as a flowchart supplement designed to reach all users. It also provides for specific role identification to allow users to recognize their responsibilities. As an web-based on-line tool, the manual offers immediate access to policy documents, reference documents, and an ease of navigation through the execution of a program or project from work acceptance through planning and execution to closeout. It is anticipated that operation and maintenance (O&M) phase processes will be added as the manual is improved. Response: Accepted.

Oracle Tutor will also allow the user to relate actions directly to software usage and provide screenshots of entry pages aiding in navigation of new software. By allowing users to quickly see results (incorporation of comments and feedback), Oracle Tutor will assist in the continuous improvement of the PMBP Manual.

Oracle Tutor follows a specific documentation procedure for each process. Reference documents are somewhat less structured. The documentation includes a Process Scope, Policy, Responsibility, Distribution, Ownership, System References, Activity Preface and Actor responsibilities. These are described below.

Process Scope – This section defines the activity that is covered in the process. It is most often an expansion of the process title. It may also identify activities that are NOT covered if confusion with related activities is possible.

Policy – This section provides a listing [of USACE Engineering Regulations \(ERs\)](#) and other regulations for easy reference by the employee. Hyperlinks are provided for each regulation, where available. [Response: Accepted.](#)

Responsibility – This section identifies every employee (by job title) who participates in the individual process. It summarizes the primary duties of each employee in this process. In Tutor these roles are referred to as actors. Responsibility doesn't necessarily denote this individual performs the task, but is the individual who ensures the task is accomplished.

Distribution – This section lists who should receive the document (by job title). At a minimum, the actors for this specific activity must be listed and will be automatically inserted by Oracle Tutor and indicated by an asterisk (*). Additional actors may be manually added by the author of the process, if required.

Ownership – This section identifies what office is responsible for updating the process. An owner is often the same person who is responsible for the successful completion of the corresponding process. However, with the multitude of actors there should only be one owner. The Configuration Management Board for the PMBP Manual will be responsible for system maintenance and all future changes to the processes.

System References – This section lists the other associated processes and the application screen(s) accessed by employees when they are performing the process. It includes the screen name as well as the file name of the related navigation instruction in brackets (known as NAV file).

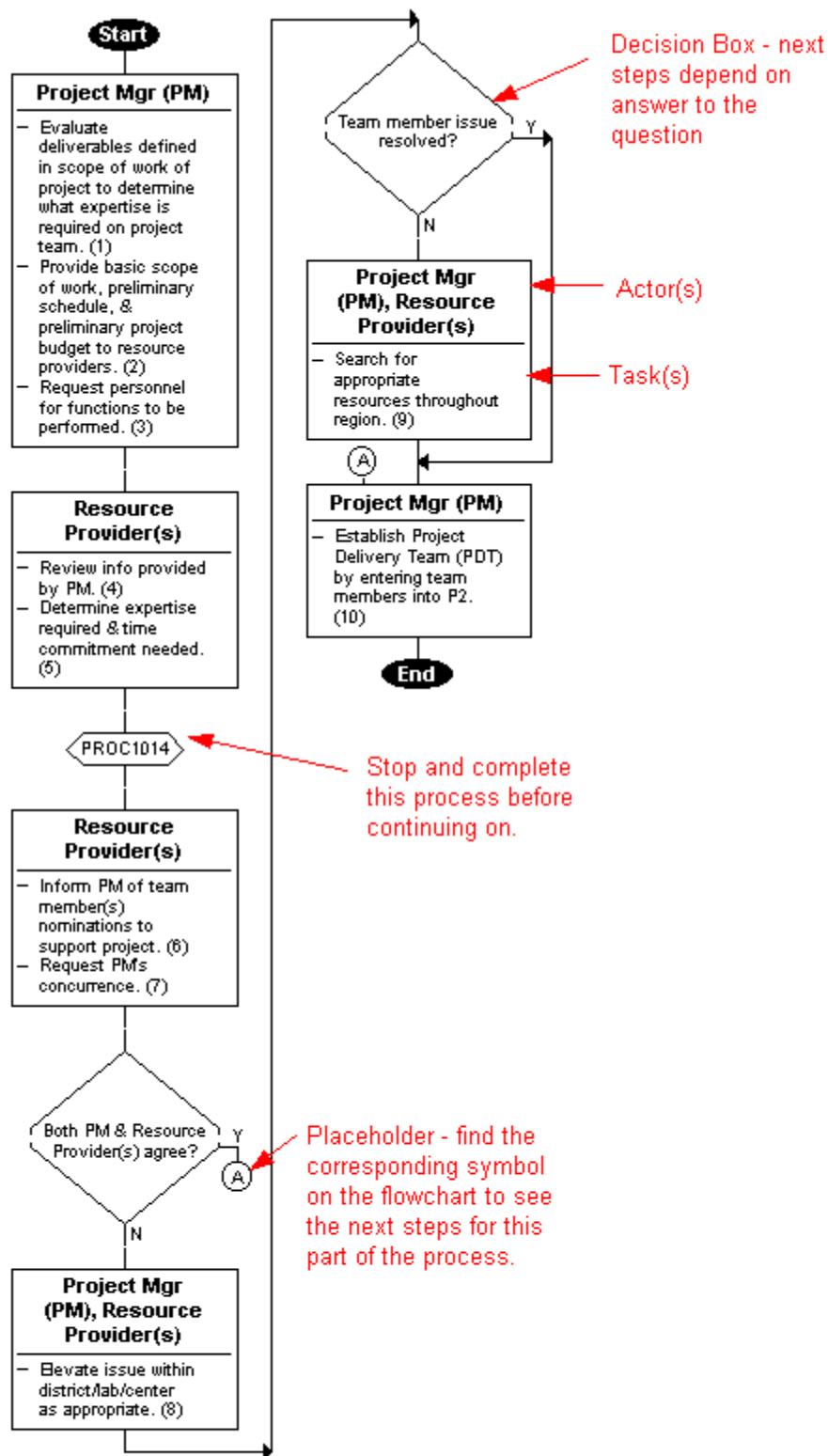
Activity Preface – This section explains when an activity is performed (the trigger) and whether it is *temporal* (dictated by a routine schedule) or *reactive* (dependent on the occurrence of the event). It defines generic *actors* when more than one employee can perform some tasks. It will also contain a listing of possible prior activities

Actor Bar/Primary Tasks (Level 1) – This section states who, by job title, is to perform the tasks as well as the task to be performed. Each actor will have their own tasks identified. The actors are identified within a best practice framework for implementing the PMBP. Some changes or delegation of duties may be prudent or necessary based on individual organizational structures or circumstances. Below the task might be directives that are either conditional or unconditional that will direct the flow of the task within the process.

Notes - These are provided to give the user additional information and may describe “why” a task or system reference is performed a certain way. To easily tell what information is part of a note, they are indented and have no numbers or bullets.

Flowchart - Oracle Tutor automatically creates a flowchart of the business process as it is described in the body of the document. This flowchart is a graphic representation

of the tasks and shows the appropriate actor. As a result the wording in the flowchart is very similar to the wording in the document. Information in the notes is not included in the flowchart. A sample flowchart is below.



Manual Goals

As this manual was developed, there were specific goals that were considered. The USACE Project Management Business Process was at the center of the goals. A cornerstone of the USACE PMBP is to establish a culture of customer focus that:

- Integrates customer needs and expectations, balanced with our stewardship
- Utilizes professional standards
- Adheres to applicable laws, regulations, and administrative policies
- Integrates the customer as part of the empowered PDT and using the associated Automated Information Systems (AIS) to be more responsive to information needs of the PDT.

The Manual:

Establishes a baseline project delivery process for all work

- Encompasses each phase of project delivery for all work
- Provides the framework for execution of programs/projects, while providing flexibility to adjust product processes for local requirements to meet mission needs
- Defines minimum standards for project data requirements, such as schedule and resource allocation
- Increases communication and collaboration through easier access to project/program information
- Reinforces the importance of thorough project planning (Project Management Plan)

Supports corporate doctrine (ER 5-1-11) by integrating the processes with corporate Automated Information Systems (AIS)

- The USACE PMBP is supported by Oracle Projects, P3e, CEFMS, and various legacy systems.
- All work, regardless of funding source, will be managed in the corporate AIS
- By interfacing with other legacy systems, will eliminate duplication of data inputs by having a single point of data entry and will assist PDTs in project delivery
- As a by-product of day-to-day management, satisfies project, program, and upward reporting needs through both standard and ad hoc reports designed to eliminate data calls
- Ties resources to the project delivery process so we can manage workload and measure performance using earned value principles

Establishes effective corporate management practices

- Enhances our ability to effectively share resources and work, regionally and corporately, through the AIS
- Maintains a common corporate language with common definitions

Uses the AIS to manage current and projected workload and operating budgets, track execution, and analyze project and program trend performance, including the use of earned value to compare actual to planned accomplishments

Provides a basis for corporate quality management practices

Promotes continuous improvement, incorporating lessons learned and new best practices into a corporate system

Facilitates standardization and potential certification to standards such as ISO 9001, Army Performance Improvement Criteria (APIC), or other quality standards

Clarifies Roles

Clarifies PDT roles and responsibilities

Emphasis is placed upon each PDT having the right people, with the right skills, on the right job

Specifies that the Project Manager (PM) leads and is also a member of the PDT.

Roles within the USACE Project Business Process Manual do not depend on organizational assignment

Using the AIS, resource providers will have better tools for planning internal and external resource requirements, capable workforce initiatives, and long-term training requirements

A detail of the benchmarking goals established by the team is included in the attached appendix.

Relationship with AISs

The Manual is the implementing guidance and becomes the foundation for execution of all work accomplished by the U.S. Army Corps of Engineers. The goal of single point data entry will be accomplished using the corporate AIS. The new AIS software associated with the Manual will replace some current legacy systems, while interfacing with other legacy systems. System interfaces will be critical for producing a truly corporate AIS tool. The legacy systems planned for replacement include the Project Management Information System (PROMIS), the General Investigations (GI) database, and the Project and Resource Information System for Management (PRISM). The legacy systems which will interface with the new AIS are: the Corps of Engineers Financial Management System (CEFMS), Resident Management System (RMS), Automated Budget System (ABS), Construction Appropriations Programming Control and Execution System (CAPCES), Automated Civil Engineering System – Project Management (ACES-PM), Facility Equipment Maintenance System (FEMS), Formerly Used Defense Sites Management Information System (FUDSMIS), Corps of Engineers Manpower Resource System (CEMRS).

Phasing Plan for the Manual and the AIS

The Manual will initially be published as a draft until the AIS software is deployed. The plan is to implement all Civil Works (including Operations and Maintenance), Military, and Support for Others work in Phase I of the software deployment scheduled to begin in early FY 03. Phase II will include real estate mission work and the efforts in the Corps support offices (e.g. Counsel, Resource Management, Information Management). This phase is expected to include adding interfaces to the real estate legacy systems: Real Estate Management Information System (REMIS), Recruiting Facilities Management Information System (RFMIS), and Homeowners Assistance Program Management Information System (HAPMIS). This phase is expected to begin in early FY 04.

Relationship to Quality and Corporate Relations

Quality - One key goal is to ensure projects satisfy the needs and objectives for which they were undertaken. Quality programs facilitate delivery of effective and efficient products and services to our internal and external customers. All USACE organizations and team members are responsible for the evaluation and analysis of the strengths and weaknesses of their programs, projects, and supporting business processes using the Plan – Do – Check – Act cycle. They continuously improve the system quality by seeking out enablers and impediments to program and project excellence, then working to remove any encumbrances. The sharing of process improvements and the use of lessons learned protocols promote consistency and continuous improvement across USACE. Within the USACE Quality Program:

Districts/Centers are required to prepare Quality Management Plans (QMP) in accordance with governing regulations.

Districts/Centers require A/E firms to produce Quality Control Plans (QCP) /Quality Assurance (QA)/Independent Technical Review (ITR) in accordance with governing regulations.

MSCs perform quality assurance of their subordinate districts' quality process through periodic audits using an integrated approach consistent with the PMBP. MSC quality management personnel review their districts' quality management documentation, and perform periodic on-site audits.

Districts/Centers perform quality control on the information contained in P2 for projects and programs within their commands.

MSCs perform quality assurance on the information contained in P2 for projects and programs within their regions.

MSCs ensure all their subordinate districts follow the standard USACE business practices contained in the PMBP manual, and enter lessons learned into P2.

The goal is to demonstrate our ability to consistently provide product that meets customer and applicable regulatory requirements. District Quality Management Plans are key to

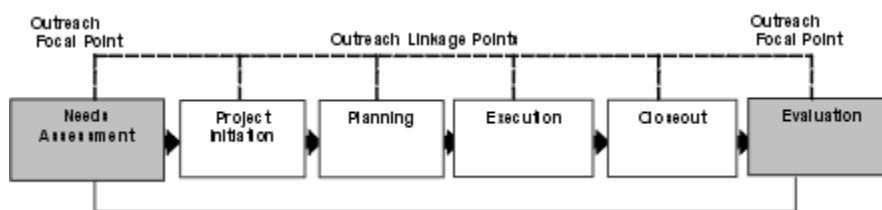
successful project and program execution. Project Quality Control Plans are an essential element of the project management plan and project execution. These plans will describe the procedures that will be employed to insure compliance with technical and policy requirements.

The Manual provides guidance for the development of the project quality control plan. The Manual as a set of prescribed processes could serve as the foundation of documentation for a formal quality system (such as ISO 9000). In addition, the USACE PMBP emphasis of customers as PDT members ensures a focus on meeting their needs and objectives (a quality objective), while serving the public interest.

Corporate Relations - Another key element of quality involves our need to maintain, enhance and tailor our command core competencies to support our customers' needs. It helps to achieve synergy from the district and division personnel in order to develop customer relationships that fill our Nations needs as efficiently and effectively as possible. Corporate Relations is a behavior or role and not a stovepipe. It is everyone's responsibility.

Customer Outreach is defined as determining the needs and expectations of the customer, aligning the Corps to meet them, and following up to ensure they are met. Customer outreach is a multidimensional (horizontally and vertically within our organization) approach to nurturing long-term relationships with our customers. It can be summarized as being an advocate for the customer (within the Corps) and a consultant for the customer (about working with the Corps).

Corporate relations procedures are provided in the USACE Relations Action Plan. Details of how Corporate Relations fit into the USACE Project Management Business Process are shown in the following paragraphs. The overall scheme is shown in the simple diagram below.



The Corporate Relations consists of three phases: an assessment phase, a project delivery phase and an evaluation phase. Outreach occurs at multiple points throughout the project process; however, it is most active during the needs/requirements assessment and evaluation phases, which are at the ends of the PMBP.

The purpose of the needs/requirements assessment phase is to develop relationships with customers that allow us to determine and satisfy their needs. The purpose of the evaluation phase is to ask the question "Did we satisfy the customer and how do we evaluate our business and the results of our processes?" There are seven major components to the needs assessment phase. They are strategic planning, board review,

customer opportunity analysis, initial customer contact, account planning, customer follow up, and MOA development.

Continuous interaction with the customer during the project presents multiple points to determine needs of the customer beyond the current project. PDT members must actively look for more opportunities to help the customer solve problems.

In the evaluation phase, we ask ourselves numerous questions. The answers to these questions will help to determine how to proceed with the relationship. The components of the evaluation phase are account evaluation, customer satisfaction evaluation, outreach evaluation, capable workforce evaluation, and board review.

The Manual provides the emphasis of customers as team members ensures a focus on meeting their needs and objectives, while serving the public interest. With this emphasis on the customer the Corps will be able to establish and maintain good corporate relationships.

Appendix

Benchmarking Goals for the USACE Project Management Business Processes (PMBP) and Associated AIS

| Goal | Benefit | Action | Benchmarking Savings & Efficiencies |
|-----------------------------------------------------|----------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------|
| 1. Ensure Value Added to PM/PDT/ Resource Providers | Pro-active vs Reactive | Enable Personalized Homepage | Data entry/access time saved by eliminating duplicate systems/procedures |
| | Improve Communication | Create Adhoc Reporting Capability | Flexible to provide standard & customized reports |
| | Will want to use CBP | Establish Configuration Control for CBP <u>PMBP</u> | Eliminate manhours responding to daily data calls |
| | Effective & Efficient tool | Establish <u>PMBP</u> CBP as Single Source Guidance | Eliminate manhours associated with research |

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|--|------------------------------------------|-------------------------------|----------------------------------------------|
| | Enable Workload leveling | Standardize data input/output | Consistent data interpretation at all levels |
| | Eliminate data calls | | |
| | Shared data & simplified analysis | | |
| | Timely Execution Data | | |
| | Monitoring, Reporting & Management Tools | | |
| | Greater Resource Accessibility | | |

[Response: Accepted all proposed changes in table above.](#)

| Goal | Benefit | Action | Benchmarking Savings & Efficiencies |
|-------------------------------------------|-----------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------|
| 2. Provide Client (Customer) Focus | Better Scope Definition & Performance Measure | Provide Customer Continual Access to Project Data | Reduced Rework/Minimize Changes |
| | Customer tie-in as part of process | Include Quality Objectives from Project Inception | Reduced Response Time on Concerns |
| | Improved Communications | Provide Ability for Timely Response to Customer Concerns | Improved Data Quality |
| | Improved Quality & Savings | Provide Customer Continual Feedback Form (Web Enabled) | Increased Collaboration |
| | Improved Schedule Development & Performance | Establish PM Forward Policy (All Project Types) | Increased Customer Satisfaction as Evidenced Through the Feedback System |
| | Improved Relationships | Develop Planning/Design Charrette Policy | |
| | Innovation | Refine PMP Policy & Objectives | |
| | Keeping commitments | | |

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|-------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------|
| | Improved Visibility of project information for project team, customer and public | | Web-based access |
| | Agency of Choice | | |
| | More Efficient Customer Care | | |
| 3. Create Single Point Data Entry. | Increased Productivity | Define Data Entry/Output Requirements | Saves time & dollars in care and feeding of legacy systems |
| | Provides Data Integrity | Identify & Eliminate Duplicative Legacy Systems | |
| | Shared Data | Define Database of Record | |
| | Increased Collaboration | | |
| | Team Ownership of Data | | |

[Response: Accepted all proposed changes in table above.](#)

| Goal | Benefit | Action | Benchmarking Savings & Efficiencies |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------|
| 4. Provide Performance Measure-ment & Reporting as a By-product of Day-to-Day Business Activities | Eliminate Data Calls | Provide Adhoc Reports Capability | Saves Manhours Expended on Daily Data Calls |
| | More Time for PDT to Manage Projects | Provide Standard Reports | Saves Manhours Preparing PRB & CMR Charts |
| | Reduce Cost of Doing Business | Provide Standard CMR Charts | Saves Manhours on Problem Identification & Resolution |
| | Satisfy Information Needs at All Levels | Identify Data Needs | Reduces Overall Reporting Requirements |
| | Facilitates Timely Problem Identification & Solutions | Create A Configuration Control for Data Needs | |
| | | Review & Validate Existing Reports | |
| | | Note From Chief to Staff Prohibiting Data Calls | |

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|-----------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------|
| | | Establish Baseline PM Process | |
| | | All measures must be on extract or rollup of existing data | |
| 5. Base Performance Measurement on Actual Work Accomplishments | Provides Basis for Future Trend Analysis | Institute an Earned-Value Policy (Measure budgeted cost of work performed) | More Effective Management at All Levels |
| | Monitors Specific Tasks | Define Allowable Variances | Early Detection and Resolution of Problems |
| | Provides Early Warning of Schedule or Resource Problems | Prescribe Level of Detail Based on Scale and Complexity of Project | Time & Manpower Saved in Reviewing Multiple Projects |
| | Facilitates Problem Identification at All Levels | Develop Automated Output that Measures Performance | Automated Management by Exception |
| | Provides a More Detailed CMR Process | | |

[Response: Accepted all proposed changes in table above.](#)

| Goal | Benefit | Action | Benchmarking Savings & Efficiencies |
|-----------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| 6. Establish CBP to Support RBC. | Provides Processes & Tools to Optimize Regional Analysis and Management | In Accordance With USACE RBC Team (CERM Lead) | Move Work Not People Enabling Virtual Teams |
| | Capability(Past, Current & Forecasted) for: (What) | Identify data requirements | Savings in Time and Effort Obtaining Roll-Up Data |
| | Command Budgets/Workload, Workforce Population & Skills, Programs, & Organizational Structure | Identify & Share Best Practices | Optimization of Available Resources (maximizing use of existing resources vice seeking and paying for additional capability) |

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|---------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------|
| | Facilitates Virtual Project Delivery Teams & Regionally-Shared Workload | Provide Automated Regional Reports/Roll-Up Capability | Increased Capacity to Meet Customer Requirements |
| | | Provide Standard & Adhoc Capability | Better Match of Skills to Missions |
| | | | Increased Responsiveness to Customers |
| | | | More Focused, Mission-Relevant Training Program |
| | Improved Visibility of project information for project team, customer and public | | Web-based access |
| 7. Provide Consistency with Quality Management Systems | Better Product/Project for our Customer | In Coordination with USACE Study Team, Integrate A Quality Management System into the CBP | Repeat Customers |
| | Improved Ability to Modify Processes | Develop and Utilize a Meaningful Lessons-Learned System | More Efficient Project Execution |
| | | | Ability to Capture Lessons Learned |

Response: Accepted 4th column heading change (deleting word “Benchmarking”) and reworted second item under “Benefit” to delete word “for:”.

| Goal | Benefit | Action | Benchmarking Savings & Efficiencies |
|--------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| 8. Optimize Use of COTS | Reduce Dependency on Legacy Systems | Continually Evaluate and Validate Legacy Systems for Replacement with <u>Commercial Off the Shelf Software (COTS)</u> | Cost Savings Across Platforms |
| | Takes Advantage of Latest Technology/Industry Enhancements | Integration of Legacy Systems Not Replaceable by COTS | Decrease Manpower Requirements & Systems Maintenance |
| | More User Friendly | | Maintain State of the Art |
| | Availability of Existing Training Tools | | Saves Training Development |
| | Compatibility with Industry Standards | | Saves Systems R&D |
| 9. Create Virtual USACE | Eliminate Geographical Resource Limitations | Develop Methodology to Eliminate Intra-USACE MIPR Process | Increase Synergy |
| | Right-size USACE/Flatten Organization | Chief's Message to Corps Advocating P2 Use | Reduce Man-hours in Processing MIPRS |
| | Ability to Identify the Right Person for the Right Job | Establish Standard Templates | Efficient Use of Positions and Reduces Overhead |
| | Increased Capacity to Meet Customer Requirements | Develop Registry of Skills | Move the Work Not the People |
| | Enhance Command Budgeting Process | Develop & Provide Required Training | Reduce Travel <u>and Training</u> Budgets |
| | Satisfy Upward Reporting Requirements | Web-Enable Everything | |
| | Improved Financial (Payroll & Reporting) Procedures | Automate the Roll-Up of Command Budget | |
| | Better Access To USACE Capabilities | Establish Standardized Baseline Roles and Responsibilities | |

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| | Change the Culture | |
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Response: Accepted first two – except moved “COTS” to 1st column. Revised third proposed change.